

CHUKA



UNIVERSITY

UNIVERSITY EXAMINATIONS

EXAMINATION FOR THE AWARD OF DEGREE OF BACHELOR OF COMMERCE

BCOM 403: STRATEGIC MANAGEMENT

STREAMS: BCOM (ODEL)

TIME: 2 HOURS

DAY/DATE: TUESDAY 14/04/2020

2.30 PM – 4.30 PM

INSTRUCTIONS:

Answer Question One and any other Two Questions

QUESTION ONE

The implementation of devolution strategy in governance has seen the county governments experience quick decision making, and numerous challenges in realization of plans. You have been appointment as the county strategic officer to help the county draw a sustainable 5-year strategic plan to drive its agenda. The plan is to be presented to the county management board for consideration. Explain the below issues to be included in your presentation.

- (i) The role of county management board in drafting and execution of strategy. [8 marks]
- (ii) The importance of crafting a clear vision and mission to the county government. [6 marks]
- (iii) The challenges the county managers will anticipate in implementation of strategy. [8 marks]
- (iv) The importance of strategy control in successful implementation of strategy. [8 marks]

QUESTION TWO

- (a) Discuss the fundamental approaches commonly in use by managers in conducting environmental analysis. [12 marks]

- (b) It is unlikely for a strategy to be realistic without conducting an internal analysis of the firm. Explain the importance of internal analysis in strategy formulation. [8 marks]

QUESTION THREE

- (a) Operationalization of strategy involves recasting and translating the strategy into shorter time frames appropriate for implementation. Discuss the key activities and tasks involved in operationalization of strategy. [10 marks]
- (b) Explain the characteristics of a good strategy. [10 marks]

QUESTION FOUR

- (a) Various organizational and environmental forces have seen organizations both in the private and public sector in Kenya undergo major strategic restructuring and re-organization. Explain any six such forces. [12 marks]
- (b) The influence of strategic decisions differ depending on the level of strategic planning. Explain the decisions and characteristics of business level strategy. [8 marks]
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